



HRS4R Initial Phase

Action Plan

10 March 2025

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1 Organizational Information

Organizational profile

The **Galician Centre for Mathematical Research and Technology (CITMAga)** was created in 2021 by agreement of the three public universities of Galicia (University of A Coruña -UDC-, University of Santiago de Compostela -USC- and University of Vigo -UVigo), in order to integrate the scientific capabilities in the field of Mathematics, sharing vision and strategy.

CITMAga mission is to be a pillar of excellence in the ecosystem of innovation and research and mathematical technology of Galicia, attracting and retaining talent, with a strong commitment to knowledge transfer and giving society and industry a competitive and sustainable advantage through access to first-class innovative technologies.

With the motivation to foster a collaborative culture, which seeks excellence in research, innovation and training, **CITMAga** aspires to become a national and international benchmark for our excellent scientific results and for obtaining a remarkable economic and social impact through the transfer of knowledge.

The following values shape our identity and guide the way we work: academic freedom; excellence; equal opportunities and treatment, regardless of sex, age, social or religious status; sensitivity towards global challenges; collaboration; ethics and accountability, social responsibility and commitment to Open Science.

Key Figures

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	173
Of whom are international (i.e. foreign nationality) *	3
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	39
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	73
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	45
Of whom are stage R1 = in most organisations corresponding with doctoral level *	55
Total number of students (if relevant) *	
Total number of staff (including management, administrative, teaching and research staff) *	21

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	1.482.233,68 €
Annual organisational direct government funding (designated for research)	0,00 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	179.302,99 €
Annual funding from private, non-government sources, designated for research	853.679,60 €

2 Strengths and weaknesses of the current practice

As mentioned above **CITMAga** is a consortium of the three public universities of Galicia. These institutions obtained the HRS4R award in 2017 and renewed it in 2021 and 2022.

- University of Santiago de Compostela: <https://www.usc.gal/en/research-in-usc/hrs4r>
- University of A Coruña: <https://www.udc.es/es/hrs4r/>
- University of Vigo: <https://www.uvigo.gal/es/investigiar/hr-excelencia-investigacion>

In this context, the Charter and Code principles and the OTM-R checklist items have been considered when **CITMAga** was created in 2021. In fact, the statutes of the centre mention that selection processes will be carried out considering that OTM-R principles. Likewise, the C&C principles already guide the centre's strategy and dynamics. For this reason, most of the principles analysed are fully (or almost) implemented.

Ethical and professional aspects

Strengths

Compliance with the principles relating to ethical and professional aspects is favored by two conditions: the legal framework of Spanish universities and the evaluation procedure for the creation of a research centre within the framework of the Galician University System, which requires the development of a regulatory and strategic corpus that encompasses compliance with most of the principles relating to ethical and professional aspects.

In this sense, it is considered that the centre has implemented the principles relating to freedom of research, professional responsibility, professional attitude, legal and contractual obligations and transparency. Evidence of compliance with these principles is published in the transparency section of the centre's website, which includes the statutes, internal regulations, strategic plan, etc. In any case, the action plan includes actions to raise visibility and strengthen the culture around these issues. (e.g. Code on ethics and good research practices, Welcome guide, training, etc.)

Dissemination and exploitation of results is another distinctive aspect of the centre. **CITMAga** was created building on ITMATI, a research unit focused on activities with the business sector in the field of mathematics. So, results transfer culture is strongly established in the organization:

- Chapter III of the statutes regulates the conditions for the exploitation of results.
- Mechanisms are available for the different cases: R&D contracts, services, etc.
- The centre has transfer management staff, whose functions include promoting knowledge transfer and ensuring compliance with regulations in relations with third parties.

Finally, it is worth noting compliance with the principle of public engagement. There is a communication plan (see Action 26) that includes the objectives and actions in public engagement. Since 2023, there is also an outreach committee that coordinates these actions.

Outreach activities are strategic for the centre, which is considered a reference in mathematical outreach. The centre has activities aimed at different stakeholder profiles. The web is the main channel for dissemination of outreach activities, but other tools are relevant such as newsletters and mailing campaigns.

Weaknesses

Ethical behavior in all aspects of CITMAga activity is one of the strategic values of the centre. There is a main concern at the centre about the reputation of mathematical research with respect to current problems in the area, at an international level. This principle has been indicated as insufficiently implemented to address the need to strengthen the culture of the centre with regard to ethical issues. Although the ethical codes of the universities that form CITMAga are of application, the centre does not have its own code of ethics and not many internal activities to raise awareness about ethics in science have been carried out up until now.

Women are underrepresented in CITMAga -so they are in STEAM- and efforts have to be made to increase the share of women in research staff. In this respect, the main action is the full implementation of the measures of the equality plan, currently in progress.

Finally, the principle of evaluation is included as a weakness, as the institutional evaluation procedure to be implemented by the External Scientific Advisory Board in the second half of 2025 is still to be developed.

Recruitment and selection

In order to analyse the principles of recruitment and selection, it is necessary to take into account the different professional profiles that make up the centre, which conditions CITMAga's role in these processes.

- **Affiliate research staff:** teaching and research staff from the universities participating in CITMAga. It includes university teaching staff, contracted doctoral teaching staff, doctoral assistant teaching staff, emeritus teaching staff, postdoctoral research staff hired in charge of calls for competitive human resources (Ramón y Cajal, Juan de la Cierva training and incorporation, Beatriz Galindo, Marie Curie, Postdoctoral Xunta, etc.), distinguished research staff and other equivalent figures.

Affiliate research staff is hired by the universities that form CITMAga, they join the centre if they obtain a positive evaluation at the Call for affiliates. The call for affiliates already complies with OTM-R principles and also takes into account that CITMAga is member of DORA.

- **Own research staff** hired by **CITMAga** on behalf of competitive human resources programs, research programs of the centre or on behalf of research or transfer activities of the consortium, following the current regulatory framework. Recruitment and selection procedures for own research staff comply with the OTM-R principles.
- **Collaborator research staff**, teaching and research staff from the universities participating in the consortium, and research staff from other entities that form part of it or are affiliated to it through stable institutional agreements, who actively collaborate in any research or transfer activity from **CITMAga**.
- **Training Research staff** **CITMAga** training research staff is the student body enrolled in a doctoral program at the universities participating in the consortium supervised or cosupervised by a member of the research staff affiliated with the consortium.
- **Internships**: in order to configure its strategy for attracting talent at all levels, **CITMAga** has signed educational collaboration agreements with Galician universities to carry out external curricular and extracurricular internships for undergraduate, engineering and graduate students, to promote the initiation of research careers, carrying out training practices at the centre.
- **Technical staff**: technical support staff for research, transfer and management of the centre, who carry out technical or administrative support tasks. Personnel hired on behalf of the centre's research programs, on behalf of competitive human resources programs, or on behalf of research or transfer activities of the consortium, following the current regulatory framework.

In addition to these profiles, the centre aims in the next five years to have its own pre-doctoral and post-doctoral staff and to offer a complete research career path.

Strengths

CITMAga's main strength with respect to recruitment and selection principles is the recognition in the statutes of the centre that talent policies have to comply with OTM-R criteria. In this sense, with regard to affiliated staff, it is an advantage that the universities of the consortium already have OTM-R policies that have been positively evaluated in the framework of the HRS4R initiative. Likewise, in the case of its own staff, it should be noted that the centre drew up a preliminary OTM-R policy prior to applying for the HRS4R label. Considering this context, it is considered that the following principles have been implemented (or almost fully implemented): recruitment, selection, transparency, as well as those related to merit. In any case, actions aimed at adjusting some procedures and improving their dissemination are included.

Weaknesses

Although the OTM-R policy has been in place since the creation of the centre, the centre's main weakness is the lack of a career plan. Two phases are envisaged for its development, the first relating to its own research staff - a category that currently groups together profiles with different levels of training and years of experience - and the second relating to the

staff as a whole – including the new own pre-doctoral and postdoctoral staff, as well as affiliated staff and the management team.

The lack of a career plan has a negative impact on the visibility of the career path at **CITMAga**. Although all the information is on the web (internal regulations, type of staff, job offers, call for affiliate, etc.), for external candidates it is not clear the professional itinerary that the centre offers and what are the procedures to follow. In this sense, together with the development of a career plan, other actions are included (e.g. research career map, improvement of the web including a section about careers, etc.).

Finally, the principle of judging merit has been considered also an improvement area. CITMAga has joined DORA, and the call for affiliate research staff is based on DORA criteria. However, the centre needs to strengthen the culture and capabilities in qualitative assessment, beyond the selection process for affiliate research staff.

Working conditions

Strengths

Some of the principles included in the section of working conditions and social security are guaranteed by the European and Spanish labour legislation and for this reason are fully implemented (or almost fully implemented if measures to improve it have been included in the plan. This is the case of the following principles: working conditions, stability and permanence in employment or funding and salaries. Other areas well covered are complaint and appeals, co-authorship, participation in decision making bodies or intellectual property rights.

Weaknesses

In the case of principles such as recognition of the profession or research environment, to attract talent one of the main handicaps is again the lack of a career plan showing the professional itinerary to follow in **CITMAga**. In this sense, another main area of improvement are the processes to facilitate the establishment of the new staff such as a welcome protocol, guide and activities to meet the research community.

One aspect that is not captured in a single principle is internal cohesion and culture. In this respect, as staff are distributed across the different campuses is necessary to carry out activities to build a research community with a common culture. The plan includes actions to address this weakness: a communication plan, working groups or a small fund for joint projects.

Training and development

Strengths

CITMAga's strategic plan includes in its strategic objectives to support the professional development of competent professionals and to contribute to the creation of new generations of researchers in Mathematics. However, training and development is still one of the main areas of improvement of the centre.

To achieve these objectives, since its creation in 2021 CITMAga offers scientific training actions for the different stages of the research career and facilitates the participation of its staff in training courses in transversal competences of external entities, since it does not yet have its own offer.

Weaknesses

Concerning access to career advice, the centre does not have a specialized unit in human resources development. Supervisors provide career advice as part of their function as directors of doctoral thesis or project management. The staff is also encouraged to attend external activities in this field, since there is not an internal offer.

Again the lack of a career plan identifying technical and transversal competences is a handicap for the development of a training and career development strategy. For this reason the action plan includes first the development of the career plan and next the development of a training and career development plan.

3 Alignment between the HRS4R plan and the strategic plan 2022-2025

As it has been already explained **CITMAga** is a consortium of the three Galician public universities that already had been granted with the HRS4R award when **CITMAga** was created. Therefore, **the Charter&Code and the HRS4R principles have guided the definition of the talent strategy and policies since its creation (see section about OTM-R policy).**

In this sense, apart from establishing in the statutes that affiliated research staff had to be selected using OTM-R criteria -following the C&C principles, one of the first centre's measures was to develop a preliminary OTM-R policy: the Code of Conduct for Recruitment (see further details in OTM R section).

At a strategic level, the first strategic plan of the centre 2022-2025 established that the *“Centre must provide an attractive working environment, favouring family reconciliation, for the development of scientific careers through policies and actions that place it as a benchmark in terms of talent promotion”*. In this sense, among the strategic goals of the centre was to achieve the European Human Resources Strategy for Researchers (HRS4R) award, requiring the generation and maintenance of a stimulating environment that favours research.

To align the strategic plan with the HRS4R Action Plan, several actions of the strategic plan were included in the HRS4R Plan¹, such as: Action 3 **CITMAga** Career plan, Action 5 Hiring needs analysis, Action 9 Welcome Protocol, Action 10 Welcome Guide, Action 11 Welcome Day, Action 14 Code of ethics and good research practices, Action 22 Research Initiation Seminar (SII), Action 23 Scientific and technical seminars. Furthermore, concerning the alignment of organizational policies with the HRS4R Action Plan, such as, the Equality Plan (Action 19) or the Communication Plan (Action 27) both policies have been included as part of the HRS4R plan.

In the second semester of 2025 the strategic plan 2026 - 2029 will be developed, **the HRS4R Action Plan will be reviewed in the context of this process, and it will be adopted as the talent section of the strategic plan** (being in this way the overarching strategy in terms of talent). In this sense, if new actions are designed, they will be added to the HRS4R plan. As shown in section 5 about Implementation, the organization to ensure the implementation of the HRS4R Action Plan involves the Governing Council, the Steering Committee and the Scientific Director, ensuring in this way the alignment when taking decisions between the new strategic plan and the HRS4R action plan.

¹ A full description of each action is provided in section 4.

4 Actions

The HRS4R is structured in 10 work packages:

- WP1 Scientific Career
- WP2 Selection and recruitment/OTM-R
- WP3 Other talent management processes
- WP4 Good practices of research
- WP5 Working conditions
- WP6 Training and professional development
- WP7 Communication and public engagement
- WP8 Internal cohesion and organizational culture
- WP9 Improving the use of English to target the international research community
- WP10 Implementation

WP1 Scientific Career

Action 1 Dissemination of the Agreement on the professional classification and remuneration conditions of research staff and research support staff of the USC

Description	<p>The current career plan for the own researchers of CITMAga is the Agreement on the professional classification and remuneration conditions of research staff and research support staff of the University of Santiago, published in the Official Gazette of Galicia (DOG) on 17 September 2021, is part of the regulatory corpus of the Registry of Collective Labour Agreements of the Autonomous Community of Galicia (Regcon). This agreement is reviewed annually.</p> <p>The action involves the annual dissemination of the agreement. The revision of the agreement will be filed in each researcher's virtual labour management folder.</p>							
GAP Principle(s)	12. Recruitment 13. Recruitment (Code) 16. Judging merit (Code)				22. Recognition of the profession 26. Funding and salaries			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		General manager		Implementation		R&D Management unit	

Indicator(s) / Target(s)	100% of the own research staff has the revision of the agreement in its labour management folder	R1 and R2
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Action 2 Career plan for the own research staff

Description	<p>At present, the own research staff of CITMAga is made up of researchers dedicated mainly to research and technological development projects for companies. These are profiles interested in developing a professional career in R&D, but who do not want to follow the academic path.</p> <p>The agreement mentioned in action 1 includes the categories and salaries for this group, but it cannot be considered a career plan.</p> <p>The objective of this action is to develop a specific professional career path for the own research staff, which contemplates the technical and transversal competences of this group.</p>								
GAP Principle(s)	<div><div>12. Recruitment 13. Recruitment (Code) 16. Judging merit (Code) 22. Recognition of the profession 26. Funding and salaries</div><div>30. Access to career advice 37. Supervision and managerial duties 39. Access to research training and continuous development</div></div>								
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Responsible Unit	Coordination		Scientific Director		Implementation		Career Development Committee		
Indicator(s) / Target(s)	Plan approved by December 2026				R1 and R2				

Action 3 CITMAga Career plan (for all the staff)

Description	<p>Although at present the predoctoral and postdoctoral staff affiliated to CITMAga belong to the partner universities, as basal funding becomes available programs will be implemented to attract our own predoctoral and postdoctoral personnel. In this way, the current professional figures will be completed with the own predoctoral and postdoctoral personnel with the option of developing an academic research career in CITMAga.</p> <p>This action focuses on the development of the CITMAga career plan for all professional categories: technical research staff,</p>
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	current own research staff, predoc, postdoc, affiliated research staff, as well as management staff.							
GAP Principle(s)	12. Recruitment 13. Recruitment (Code) 16. Judging merit (Code) 21. Postdoctoral appointment 22. Recognition of the profession 26. Funding and salaries 30. Access to career advice 37. Supervision and managerial duties 39. Access to research training and continuous development							
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		Scientific Director		Implementation		Career Development Committee	
Indicator(s) / Target(s)	Plan approved by December 2027				R1 to R4 Management staff			

Action 4 Research Career Map

Description	Development and updating of an infographic describing CITMAga 's career path.								
GAP Principle(s)	12. Recruitment 13. Recruitment (Code)				22. Recognition of the profession				
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Responsible Unit	Coordination		Scientific Director		Implementation		R&D Management Unit		
Indicator(s) / Target(s)	Infographic publication on the website				R1 to R4 Management staff				

WP2 Selection and recruitment/OTM-R**Action 5 Hiring needs analysis**

Description	Conduct a 5-year hiring needs analysis based on the census data of affiliated researchers, identifying the profiles needed to maintain and strengthen the Scientific Agenda and the functional areas.							
GAP Principle(s)	12. Recruitment 13. Recruitment (Code) 14. Selection (Code)							

Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		Scientific Director		Implementation		Recruitment Working Group R&D Management unit	
Indicator(s) / Target(s)	Analysis approval by the Steering Committee				R1 to R4 Management staff			

Action 6 Review of selection processes according to the Equality Plan and OTM-R principles

Description	<p>This action includes three measures:</p> <p>Revise the standardized job offer template to ensure the systematic use of inclusive language and convey CITMAga's commitment to gender equality.</p> <p>Review the composition of selection committees to ensure gender balanced participation.</p> <p>Improvement of selection processes: dissemination of the admission list, feed-back to candidates, introduction of soft skills in merits to be assessed</p>								
GAP Principle(s)	<div>12. Recruitment13. Recruitment (Code)14. Selection (Code)15. Transparency</div> <div>16. Judging merit (Code)10. Non discrimination27. Gender balance</div>								
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Responsible Unit	Coordination		General Manager		Implementation		R&D Management Unit Equality Committee		
Indicator(s) / Target(s)	Evolution of staff gender balance along the period Publication of the composition of evaluation committees in job offers				R1 to R4 Management staff				

Action 7 OTM-R Policy									
Description	Elaboration and dissemination of the OTM-R policy document including the following aspects: definition of the categories of personnel and their fit in the R1 to R4 framework; description of the legal framework, phases and selection procedures for each category. First version: S2 2025 Second version: S2 2027 (together with the career plan)								
GAP Principle(s)	12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency 16. Judging merit (Code) 10. Non discrimination 27. Gender balance								
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Responsible Unit	Coordination		General management		Implementation		R&D Management Unit Recruitment Working Group		
Indicator(s) / Target(s)	OTM-R policy approval by the Governing Council Publication of the OTM-R policy on the website				R1 to R4 Management staff				

Action 8 OTM-R Training								
Description	Annual workshop about OTM-R policy for research and management staff involved in selection and recruitment							
GAP Principle(s)	12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency 16. Judging merit (Code) 10. Non discrimination 27. Gender balance							
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		General Manager		Implementation		R&D Management Unit Recruitment Working Group	

Indicator(s) / Target(s)	One workshop organised by year Number of R3 and R4 trained in OTM-R	R3 and R4 Management staff
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WP3 Other talent management processes

Action 9 Welcome protocol

Description	<p>Welcome activities are aimed at facilitating the onboarding process for new staff members, regardless of their profile. In addition to their operational value, these measures also act as the first channel to transmit to new professionals the values of the organizational culture and begin to foster a sense of belonging to the centre.</p> <p>Considering the configuration of CITMAga as the first interuniversity research centre of the SUG, together with the fact that it is a newly created centre, it is considered a priority to develop a welcoming protocol that addresses the different cases of incorporation. For example, depending on their origin (personnel from SUG and external personnel), their functional profile (research, technical support, direction and management), or the stage of their professional career (doctoral students, postdoctoral students, principal investigators, etc.), or even the case of external suppliers and collaborators, if considered of interest.</p>							
GAP Principle(s)	22. Recognition of the profession 23. Research environment 34. Complains/ appeals				37. Supervision and managerial duties 39. Access to research training and continuous development			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		Steering Committee		Implementation		Career Development Committee R&D Management Unit	
Indicator(s) / Target(s)	Publication of the protocol on the website				R1 to R4 Management staff			

Action 10 Welcome guide

Description	The purpose of this manual is to facilitate the incorporation into the workplace, aiming at a quick, efficient and, above all, safe integration. Among other topics to be addressed are: a) CITMAga : structure, services, organization and location; b) Incorporation: procedures, intranet, etc.; c) Occupational health and safety; security; d) Access to technical services, infrastructures, information repositories, e) Information technologies, f) Additional practical Information, etc.							
GAP Principle(s)	5. Contractual and legal obligations 22. Recognition of the profession 23. Research environment				34. Complains/appeals 37. Supervision and managerial duties 39. Access to research training and continuous development			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		Steering Committee		Implementation		Career Development Committee R&D Management Unit	
Indicator(s) / Target(s)	Publication of the guide on the website				R1 to R4 Management staff			

Action 11 Welcome Day at Biennial **CITMAga** Conference

Description	<p>New affiliated research staff join the centre every two years through the call for affiliate.</p> <p>Every two years we celebrate the Biennial CITMAga Conference that includes a section for welcoming the new affiliated research staff.</p> <p>Next calls for affiliate research staff will be launched by 2025 and 2027, new staff will join the centre by 2026 and 2028</p>							
GAP Principle(s)	<p>22. Recognition of the profession 23. Research environment</p> <p>39. Access to research training and continuous development</p>							
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2

Responsible Unit	Coordination	Steering Committee	Implementation	Career Development Committee R&D Management Unit
Indicator(s) / Target(s)	100% of new affiliate research staff attends de Biennial welcome day		R3 and R4	

Action 12 Development of procedure for Assessment of affiliate research staff

Description	Affiliate research staff join the CITMAga for a period of four years extendable for periods of the same duration, subject to a favourable evaluation by the External Scientific Advisory Committee. The next assessment will be carried in 2025, so the assessment procedure has to be developed.							
GAP Principle(s)	11. Evaluation/Appraisal systems				16. Judging merit (Code)			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		Scientific Director		Implementation		Governing Council External Scientific Advisory Board R&D Management unit	
Indicator(s) / Target(s)	Procedure approval by Steering Committee by June 2025				R3 and R4			

Action 13 Resigning protocol

Description	Research personnel who do not pass the evaluation process must leave the centre. This protocol will establish the steps to be taken in this process to ensure a smooth and amicable exit.
GAP Principle(s)	16. Judging merit (Code) 34. Complains/ appeals

Timing	2025		2026		2027		2028	
	S1	S2		S2	S1	S2		S2
Responsible Unit	Coordination		Scientific Director		Implementation		Governing Council External Scientific Advisory Board R&D Management unit	
Indicator(s) / Target(s)	Procedure approval by Steering Committee by June 2025				R3 and R4			

WP4 Good practices of research

Action 14 Code of ethics and good research practices

Description	Ethics and accountability are strategic values of CITMAga , this means that are transversal principles in all aspects of each activity, with a professional and responsible attitude, establishing a code of ethics and good research practices. Special attention will be paid to the adoption of measures to avoid the dual use or misuse of the research results of the projects promoted and developed at CITMAga . In particular, projects with a military orientation will not be carried out.							
GAP Principle(s)	1. Research freedom 2. Ethical principles				3. Professional responsibility 7. Good practice in research 32. Coauthorship			
Timing	2025		2026		2027		2028	
		S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		Scientific Director		Implementation		Steering Committee Ethics Working Group R&D Management unit	
Indicator(s) / Target(s)	Publication of the Guide of Good Practice on the web by December 2025				R1 to R4 Management staff			

	100% of CITMAga staff receives de code by mail	
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Action 15 Support services on good research practices

Description	CITMaga has two units, R&D and technology transfer, that provide support and advice to research staff. If basal funding is obtained, a new unit will be implemented to meet new needs of scientific practice: ethics, open science, data management and RRI aspects in general.							
GAP Principle(s)	2. Ethical principles 7. Good practice in research				8. Dissemination, exploitation of results 31. Intellectual Property rights			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		Scientific Director		Implementation		R&D Management unit	
Indicator(s) / Target(s)	Launching of GRP unit				R1 to R4			

Action 16 Seminars on ethics

Description	The scientific seminars are a consolidated activity with a high participation of the centre's research personnel. Once the code of ethics has been drawn up, annual seminars on this subject will be included. The seminars will be addressed to the entire research community, with special attention to new research staff.							
GAP Principle(s)	2. Ethical principles 7. Good practice in research							
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		Steering Committee		Implementation		Ethics Working Group	
Indicator(s) / Target(s)	At least 20 % of research staff attends the seminars in 26 At least 40% of research staff attends de seminars in 27 At least 60% of research staff attends de seminars in 28				R1 to R4			

Action 17 National Security Scheme (ENS)								
Description	The National Security Scheme (ENS) is a regulation that aims to establish the security policy for the use of electronic media related to public administration and is made up of basic principles and minimum requirements that allow adequate protection of information. This action encompasses the adaptation of CITMAga procedures to comply with this regulation.							
GAP Principle(s)	7. Good practice in research							
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		General Manager		Implementation		R&D Management unit	
Indicator(s) / Target(s)	Get the ENS accreditation				R1 to R4 Management staff			

WP5 Working conditions

Action 18 Work climate survey								
Description	The purpose of the work climate survey is to evaluate the degree of satisfaction of the centre’s personnel with working conditions, as well as to measure the impact of the implementation of the HRS4R plan.							
GAP Principle(s)	24. Working conditions				34. Complains/ appeals			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		General Manager		Implementation		R&D Management unit	
Indicator(s) / Target(s)	25% of staff answering the survey 50% of staff answering the survey				R1 to R4 Management staff			

Action 19 Equality Plan									
Description	In 2023 CITMAga developed its first Equality Plan 2023-2027 which complies with Horizonte Europa’s guide on equality plans. It includes five areas: work-life balance; gender balance in leadership and decision making; gender equality in recruitment and career progression; gender equality in and decision-making; gender equality in recruitment and career progression; gender mainstreaming in research and measures against gender-based violence, including sexual harassment. The plan will be implemented during this period and a new plan will be developed for the period 2028-2032.								
GAP Principle(s)	10. Non discrimination 24. Working conditions 27. Gender balance								
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Responsible Unit	Coordination		Scientific Director		Implementation		Equality Committee		
Indicator(s) / Target(s)	Compliance with the Equality Plan indicators Publication of 2028-2032 Equality Plan on the website				R1 to R4 Management staff				

Action 20 Operational working groups								
Description	<p>The Steering Committee is CITMAga's collegial management body, its functions include making decisions regarding implementation, follow-up and improvement of CITMAga's multi-year programming or action plans.</p> <p>In order to increase the participation of research personnel in operational decisions, different working groups will be created with specific tasks: technology transfer, internationalization and ethics.</p>							
GAP Principle(s)	2. Ethical principles 8. Dissemination, exploitation of results 23. Research environment 31. Intellectual property rights 35. Participation in decision making bodies							
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		Steering Committee		Implementation		Steering Committee	

Indicator(s) / Target(s)	Implementation of working groups	R3 and R4
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WP6 Training and professional development

Action 21 Explora Scholarships

Description	<p>The objective of the Explora grants is to encourage initiation in research by attracting master's students interested in carrying out training internships within the framework of CITMAga's M4 Scientific Agenda.</p> <p>Students participating in the program will begin research on the assigned topic and will be able to participate in the activities organized at the centre.</p>							
GAP Principle(s)	28. Career development				39. Access to research training and continuous development			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		Scientific Director		Implementation		R&D Management unit	
Indicator(s) / Target(s)	14 scholarships awarded by year				R1			

Action 22 Research Initiation Seminar (SII)

Description	Activity promoted and organized by R1 to disseminate their research, obtain feedback and exchange knowledge and experience with their peers. This activity affects the development of transversal competences of the R1 staff, such as: organization and management, public communication, teamwork, etc.								
GAP Principle(s)	4. Professional attitude 23. Research environment 28. Career development 39. Access to research training and continuous development								
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Responsible Unit	Coordination		Steering Committee		Implementation		SII organising Committee		
Indicator(s) / Target(s)	12 seminars organised by year				R1				

Action 23 Scientific and technical seminars									
Description	Scientific seminars in online format open to the participation of the entire CITMAga scientific community. Topics of the seminar are directly linked with CITMAga’s scientific agenda, as well as other topics of interest for future research plans. Seminars are given by in-house, visiting or invited staff.								
GAP Principle(s)	4. Professional attitude 23. Research environment 38. Continuing Professional Development 39. Access to research training and continuous development								
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Responsible Unit	Coordination		Steering Committee		Implementation		Steering Committee		
Indicator(s) / Target(s)	At least 25 seminars organised by year, with balanced distribution across scientific agenda areas				R1 to R4				

Action 24 Scientific and technical courses									
Description	Training activities on Training courses on scientific or technical topics of interest to the scientific community. Unlike seminars, these courses have an average duration of 20 hours. Topics of the courses are directly linked with CITMAga’s scientific agenda, as well as other topics of interest for future research plans. The courses are given by experts in the chosen topics.								
GAP Principle(s)	28. Career development 38. Continuing Professional Development 39. Access to research training and continuous development								
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Responsible Unit	Coordination		Steering Committee		Implementation		R&D Management unit Research staff R3&R4		
Indicator(s) / Target(s)	At least 6 courses organised by year				R1 to R4				

Action 25 Soft skills training activities

Description	CITMAga does not currently have its own training program in transversal competencies. However, the centre’s staff is provided with information on the training offered in this field by the universities of the consortium and the agents of the innovation system. In this way, the centre’s staff participates in training activities on project management, knowledge transfer, entrepreneurship and other activities of interest to them.								
GAP Principle(s)	28. Career development 38. Continuing Professional Development 39. Access to research training and continuous development								
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Responsible Unit	Coordination		Steering Committee		Implementation		Career Development Committee R&D Management unit		
Indicator(s) / Target(s)	Number of external training activities in which the centre’s staff participates.				R1to R4 Management staff				

Action 26 Training plan

Description	Once CITMAga 's career plan, scheduled for 2027, has been drawn up, the training and professional development plan will be defined. The plan will take into account the technical and transversal competencies defined for the different profiles of the centre.							
GAP Principle(s)	28. Career development 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision							
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2

Responsible Unit	Coordination	Steering Committee	Implementation	Career Development Committee R&D Management Unit
Indicator(s) / Target(s)	Number of external training activities in which the centre's staff participates.		R1 to R4 Management staff	

WP7 Communication and public engagement

Action 27 Communication Plan

Description	In 2023 CITMAga developed its first Communication Plan 2023-2025. In 2025 a new communication plan is being developed to cover the period 2025-2028.								
GAP Principle(s)	4. Professional attitude 8. Dissemination, exploitation of results				9. Public engagement 22. Recognition of the profession 23. Research environment				
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Responsible Unit	Coordination		Steering Committee		Implementation		R&D Management Unit		
Indicator(s) / Target(s)	Communication plan approval by the Steering Committee by December 2025 Publication of the 2025-28 Communication Plan on the website				R1 to R4 Management staff				

Action 28 HRS4R section at the website

Description	The CITMaga website contains complete information on strategic, organizational and operational aspects of the centre. However, the gap analysis has identified the need to improve the information on talent management. Currently this information is distributed in different sections, which makes it difficult for the
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	<p>external audience to understand the opportunities for the development of a scientific career offered by the centre.</p> <p>Following the recommendations of the consensus report a new section about HRS4R has been included at the website. For the time being this section includes information about the Human Resources Excellence in Research Strategy and the process of acknowledgement in CITMAGA. This new section, which will be developed as the action plan is implemented, will concentrate information on actions related to talent management and development: HRS4R process, career plan, job offers, training activities, etc.</p>							
GAP Principle(s)	1. Research freedom 4. Professional attitude 5. Contractual and legal obligations 22. Recognition of the profession				23. Research environment 24. Working conditions 29. Value of mobility 38. Continuing Professional Development			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		Steering Committee		Implementation		ICT support (R&D Management Unit)	
Indicator(s) / Target(s)	HRS4R section published on the website HRS4R updated on an ongoing basis Number of visits to the HRS4R section				R1 to R4 Management staff			

Action 29 Outreach Program

Description	<p>CITMAga has a complete and recognized innovative outreach program aimed at different target audiences, mainly schoolchildren and society in general.</p> <p>The program includes different activities designed ad-hoc for the different targets: talks, workshops, competitions, etc.</p>							
GAP Principle(s)	9. Public engagement							
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2

Responsible Unit	Coordination	Steering Committee	Implementation	Outreach Committee
Indicator(s) / Target(s)	Number of different activities Number of R1 in outreach activities Number of R2 to R4 in outreach activities		R1 to R4 Management staff	

WP8 Internal cohesion and organizational culture

Action 30 Collab-Days										
Description	<p>Collab-Days is an internal call for cooperative projects addressing topics of the scientific agenda of CITMAga.</p> <p>The scientific agenda of CITMAga, M4 Agenda (Maths for), includes four areas of research and transfer organized in research programs: M4 science and knowledge, M4 digital society, M4 life and sustainability and M4 industrial competitiveness.</p> <p>Selected projects will receive advice and support from the R&D unit to look for private or public funds. If funding is available, the internal RISCO fund could cover some of these projects. RISCO stands for Research in Interdisciplinary Scientific Cooperation.</p>									
	GAP Principle(s)				4. Professional attitude23. Research environment					
	Timing		2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2		
Responsible Unit	Coordination		Steering Committee		Implementation		R&D Management unit			
Indicator(s) / Target(s)	Number of projects submitted to the Collab-Days call Number of projects selected by the Collab-Days call Number of projects funded by RISCO fund				R2 to R4					

Action 31 Pro-assessment culture									
Description	Institutional assessment of university research centre is somehow a new governance approach.								
	To remain at the forefront of new evaluation approaches and their application in the strategic direction and operational management of the centre, we will participate in international and national initiatives that address this issue.								
GAP Principle(s)	23. Research environment								
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Responsible Unit	Coordination		Steering Committee		Implementation		Steering Committee Scientific Director R&D Management unit		
Indicator(s) / Target(s)	List of initiatives in which we participate Main changes in terms of institutional evaluation				R1 to R4				

WP9 Improving the use of English to target the international research community

Action 32 Consolidated English version of CITMAga website									
Description	<p>One of the weaknesses pointed out by the Consensus Report is the need for more information in English on the website of the centre.</p> <p>This action focuses on improving the centre's website by developing all its contents in English in order to attract the international scientific community.</p>								
GAP Principle(s)	23. Research environment				24. Working conditions				
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Responsible Unit	Coordination		Steering Committee		Implementation		ICT support (R&D Management unit)		

Indicator(s) / Target(s)	Contents translated into English Raise in the number of visits from abroad	R1 to R4 from abroad
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WP10 HRS4R Action Plan Implementation

Action 33 Set up of organizational units in charge of HRS4R plan implementation

Description	Set up of HRS4R Implementation Committee and new units in charge of HRS4R actions, this committee is chaired by the HRS4R Implementation Chief and is formed by representatives of all the units coordinating actions of this plan. Organization of a kick-of meeting of the HRS4R implementation Committee to explain the working procedures Organization of periodic meetings of the HRS4R Implementation Committee Set up of new units involved in the plan implementation such as Career Development Committee Hiring of external advisors for the technical secretariat								
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Responsible Unit	Coordination		Chief of HRS4R Implementation (Scientific Director)		Implementation		Chief of HRS4R Implementation Technical Secretariat		
Indicator(s)	Process: publication on the HRS4R website section and CITMAGA newsletter Results: minutes of HRS4R Implementation Committee Results: minutes of Career Development Committee Results: signature of the contract with external advisors								

Action 34 Document management system and tooling for teamworking

Description	<p>Set up of the document management system and procedures for managing the actions of the plan: repositories, templates of meeting minutes, reports, website updating.</p> <p>Set up of tools for facilitating the work of the HRS4R implementation team as a network: emailing list group, online meeting room, ...</p>							
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		Chief of HRS4R Implementation		Implementation		Chief of HRS4R Implementation	

				Technical Secretariat
Indicator(s)	Creation of the repository, publication of templates and online tools available to be used by the HRS4R Implementation Committee.			

Action 35 HRS4R Monitoring system: indicators panel and follow up tool development

Description	Development of tools to measure progress of the plan and the achievement of results. An Excel tool containing the actions descriptions, timing, responsible and indicators will be developed to monitor the progress of the plan A panel of indicators will be developed including: indicator's title, description, target in terms of R1-R4, source of information and goal. The units in charge of coordinating the action will be in charge of reporting the progress of the action to the implementation committee and also of collecting data about the performance indicators.							
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		Chief of HRS4R Implementation		Implementation		Chief of HRS4R Implementation Technical Secretariat	
Indicator(s)	Making the follow up tool available to the units in charge of coordinating actions Fulfilment of the indicators panel by the units in charge of coordinating actions							

Action 36 Annual Report and Planning

Description	<p>Elaboration of an Annual Report with the progress and indicators of each action</p> <p>Drawing up the annual plan selecting the actions to be developed in the year taking into consideration the deviations from the goals established for the period</p>							
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		Chief of HRS4R Implementation		Implementation		HRS4R Implementation Committee Technical secretariat	

Indicator(s)	Annual Report and Annual Plan approved by the Steering Committee and by the Governing Council
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Action 37 Preparation for the interim assessment

Description	This action involves all the tasks aiming to prepare the interim assessment: <ul style="list-style-type: none">- Internal survey to assess the awareness and impact of the HRS4R plan- Organisation of meetings and focus groups to design the revised action plan covering the period 2027- 2029- Fulfilment of the HRS4R e-tool							
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		Chief of HRS4R Implementation		Implementation		HRS4R Implementation Committee Technical secretariat	
Indicator(s)	Positive HRS4R interim assessment							

Action 38 Communication actions about HRS4R Implementation

Description	Deployment of communication actions to inform the CITMAga research community and stakeholders about the implementation of the HRS4R: HRS4R section of the website, newsletter, post in social networks, emailing and reporting at meetings of the Steering Committee, Governing Council and External Committees (both Scientific and Industrial)							
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Coordination		HRS4R Implementation Committee		Implementation		R&D Management Unit (ICT support and people in charge of communication)	
Indicator(s)	More than 80% of the CITMAga community is aware of the HRS4R plan, according to the results of the survey carried for the interim assessment							

Gantt Chart

WP1 Scientific Career									
Action 1 Dissemination of the Agreement on the professional classification and remuneration conditions of research staff and research support staff of the USC									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 2 Career plan for the own research staff									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 3 CITMAga Career plan (for all the staff)									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 4 Research Career Map									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
WP2 OTM-R / Selection and recruitment									
Action 5 Hiring needs analysis									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 6 Review of selection processes according to the Equality Plan and OTM-R principles									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 7 OTM-R Policy									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 8 OTM-R Training									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
WP3 Other talent management processes									
Action 9 Welcome protocol									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 10 Welcome guide									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	

Action 11 Welcome Day at Biennial CITMAga Conference									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 12 Development of the procedure for the assessment of affiliate research staff									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2		S2	
Action 13 Resigning protocol									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2		S2	
WP4 Good practices in research									
Action 14 Code of ethics and good research practices									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 15 Support services on good research practices									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 16 Seminars of ethics									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 17 National Security Scheme (ENS)									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
WP5 Working conditions									
Action 18 Work climate survey									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 19 Equality Plan									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 20 Operational working groups									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
WP6 Training and professional development									
Action 21 Explora Scholarships									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 22 Research Initiation Seminar (SII)									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	

Action 23 Scientific and technical seminars									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 24 Scientific and technical courses									
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 25 Soft skills training activities									
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 26 Training plan									
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
WP7 Communication and public engagement									
Action 27 Communication Plan									
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 28 HRS4R section at the website									
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 29 Outreach Program									
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
WP8 Internal cohesion and organizational culture									
Action 30 Collab-Days									
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 31 Pro-assessment culture									
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
WP9 Improving the use of English to target the international research community									
Action 32 Consolidated English version of CITMAGA website									
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
WP10 Implementation									
Action 33 Set up of organizational units in charge of HRS4R plan implementation									
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 34 Document management system and tooling for teamworking									
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	

Action 35 HRS4R Monitoring system: indicators panel and follow up tool development								
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Action 36 Annual report and planning								
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Action 37 Preparation for the interim assessment								
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Action 38 Communication actions about HRS4R Implementation								
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2

OTM - R policy

CITMAga's OTM-R policy is conditioned by its organisational configuration that has been explained in the section about Strengths and Weaknesses.

- The universities that form **CITMAga** have already renewed the HRS4R award and have developed and implemented their corresponding OTM-R policies:
 - Universidade de Santiago de Compostela: <https://www.usc.gal/en/research-in-usc/hrs4r/selection-recruitment-working-conditions>
 - Universidade de A Coruña: <https://www.udc.es/en/hrs4r/otmr/>
 - Universidade de Vigo: <https://www.uvigo.gal/en/node/294366>
- As explained in the section about recruitment and selection, the centre team is made up of different profiles, including staff from the universities in the consortium and its own staff.
- Concerning the implementation of the OTM-R policy:

As talent management is a strategic issue for the centre-, before starting the initial phase of the HRS4R initiative, **CITMAga** had already developed a preliminary OTM-R policy (Code of Conduct for Recruitment)². This document explains the application of the OTM-R principles to the recruitment and selection processes of **CITMAga**. In summary:

- Affiliated research staff, collaborator research staff, training research staff are hired by the universities of the consortium, so they have been selected and recruited under OTM-R principles.

To ensure that the selection of affiliated staff respects the OTM-R framework, the Article 19 (Associated research staff) of **CITMAga** Statutes -that had been developed previously to the Code of Conduct for Recruitment- state the following:

The evaluation of candidates shall be carried out by the External Scientific Advisory Committee using OTMR (Open, Transparent and Merit-based Recruitment) criteria. For this purpose, the competence and capacity of the candidates will be assessed on the basis of criteria of excellence, taking into account the stage of the research career and relative performance based on quantitative and qualitative competitive indicators assessing research and relevant research and transfer, as well as their alignment with the scientific agenda of CITMAga.

² See HRS4R at CITMAGA on the website

- Own research staff and technical staff are selected and recruited by the centre. As **CITMaga** has endorsed the labour regulations of University of Santiago de Compostela the application of the OTM-R framework is guaranteed.

Concerning the revision of the OTM-R policy during the initial phase:

- The preliminary OTM-R policy has been reviewed in the light of the OTM-R checklist by the Steering Committee of the HRS4R initiative and also selection and recruitment principles have been reviewed at the working group with R1, R2, R3, R4 and own research staff.
- As a result of this processes:
 - The OTM-R checklist has been fulfilled indicating also the actions of the plan that address the different items.
 - A set of actions have been scheduled to improve the OTM-R policy and processes:

OTM-R / Selection and recruitment

Action 5 Hiring needs analysis

	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2

Action 6 Review of selection processes according to the Equality Plan and OTM-R principles

	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2

Action 7 OTM-R Policy

	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2

Action 8 OTM-R Training

	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2

- Together with these actions, the following also contribute to a better diffusion of the OTM-R policy and processes

Scientific Career

Action 1 Dissemination of the Agreement on the professional classification and remuneration conditions of research staff and research support staff of the USC

	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2

Action 2 Career plan for the own research staff

	2025		2026		2027		2028	
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	S1	S2	S1	S2	S1	S2	S1	S2
Action 3 CITMAga Career plan (for all staff)								
	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Action 4 Research Career Map								
	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Other talent management processes								
Action 10 Welcome guide								
	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
-								
Good practices in research								
Action 14 Code of ethics and good research practices								
	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Working conditions								
Action 18 Work climate survey								
	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Action 19 Equality Plan								
	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Training and professional development								
Action 25 Training plan								
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Communication and public engagement								
Action 26 Communication Plan								
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Action 27 Careers section at the website								
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2

5 Implementation

General overview of the expected overall implementation process of the action plan

Strategic decisions for implementation

- Inclusion of the development of HRS4R plan in the strategic plan 2026-2029 (to be prepared in 2025).
- Approval of the annual report and plan, as well as annual budget allocation for the implementation of the plan.
- Assign the Steering Committee responsibility for approving the annual programming of the plan.

Organization for implementation

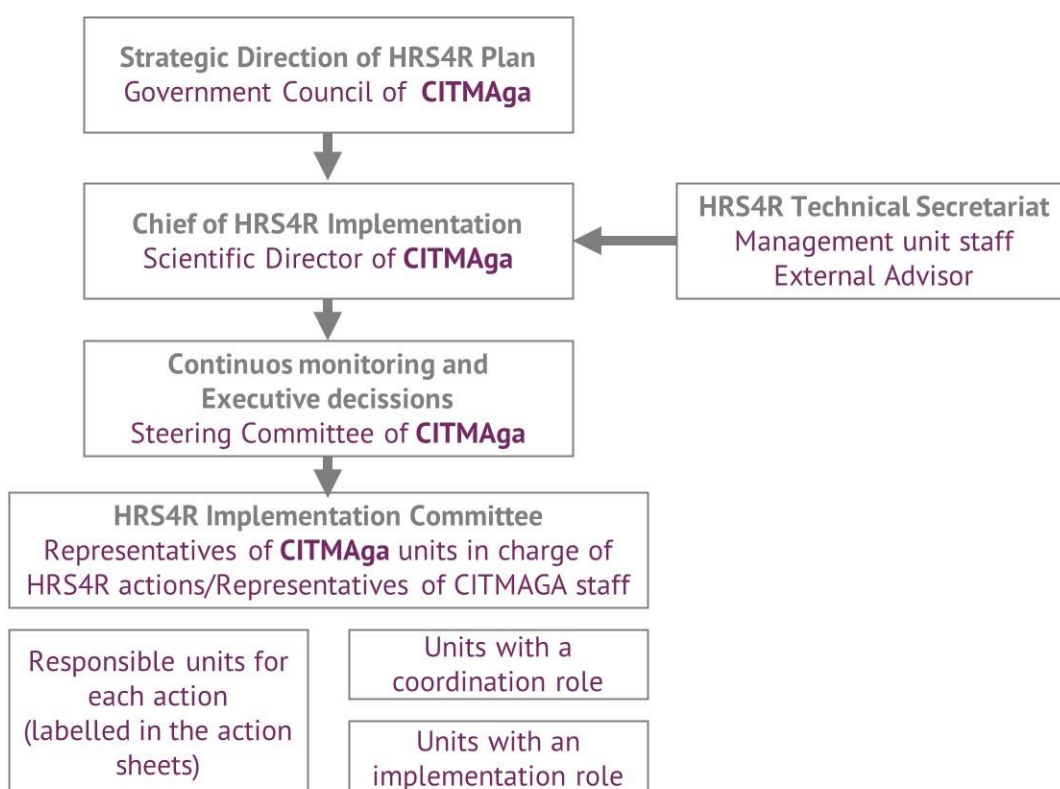
The implementation of the HRS4R initiative is strategic for **CITMAga**, to ensure the implementation of this plan, a two-level organisational structure is proposed: strategic and executive

- Strategic Level:
 - **CITMAga** Governing Council: Strategic Management of the HRS4R Plan implementation.
- Strategic and Operational Level:
 - **Direction of the plan**
 - **CITMAga** Scientific Director: **Chief of HRS4R Action Plan Implementation**, its functions involve reporting to the Governing Council about the HRS4R plan implementation results and development.
 - **CITMAga** Steering Committee: body in charge of continuous follow-up of the plan implementation and executive decisions about actions development, including approval of corrective actions when deviations are identified
- Operational Level:

- **HRS4R Implementation Committee:** working group in charge of day-to-day decisions about plan implementation, collection of information for indicators and proposal of new actions in case of deviations to be approved by the Steering Committee or the Governing Council (in case of strategic issues)
- **Responsible units:**
 - Coordination units in charge of designing, supervising actions and collecting information about progress and results using the follow-up tool and the panel of indicators.
 - Implementation units in charge of executing actions under the supervision of the coordination units
- **Technical secretariat** supporting the plan implementation process at different levels (reporting, looking for providers, fundraising, communication, etc.)

The composition and functions of the different bodies are described below the chart.

Organization for HRS4R implementation



- **Strategic Direction of the HRS4R Action Plan: Governing Council of CITMAga**

The Strategic Direction of the HRS4R Plan will be taken by the Governing Council. It is the highest governing body of the Centre and integrates the representation in matters of research and transfer of the Universities, as well as their government bodies. The

Governing Council of **CITMAga** is currently chaired by the rector of the University of Santiago de Compostela, establishing a rotating system (for four years) in its constitutive session, as established in Article 10 of the Statutes of the centre.

The Governing Council is composed of:

- Antonio López Díaz (Rector of the USC, president)
- Ricardo Cao Abad (Rector of the UDC)
- Manuel Joaquín Reigosa Roger (Rector of the UVigo)
- Pilar Bermejo Barrera (Vice-rector for Scientific Policy of the USC)
- Jerónimo Puertas Agudo (Vice-rector for Research and Transfer of the UDC)
- María Belén Rubio Armesto (Vice-rector for Research of the UVigo)
- Yolanda Resmes Romero (Manager of the UVigo)
- María Jesús Grela Barreiro (Manager of the UDC)
- Javier Ferreira Fernández (Manager of the USC)

The **involvement in the plan implementation** will be the following:

- **Follow-up** of the progress of the HRS4R plan at the ordinary meetings, (reported by the Chief of HRS4R implementation)
- **Decision-taking about strategic issues** concerning the HRS4R plan (e.g.: approval of new procedures or regulations, budget allocation, etc.) to be adopted by the Steering Committee and the executive bodies in each case (HRS4R Implementation Committee, Coordination Units).
- **The Governing Council itself will be involved in those actions that involve strategic decisions.**

- **Chief of HRS4R Implementation: Scientific Director of **CITMAga****

The Scientific Director will coordinate de the HRS4R plan implementation. She will chair the implementation committee and will report to the Steering Committee and to The Governing Council about the plan progress. Its role encompasses transferring the strategic decisions of the Governing Council, and the Steering Committee's executive decisions to the Implementation Committee. She will be presenting at the Annual Meeting of CITMAGA the plan results and progress.

As indicated below the Scientific Director will be responsible of the technical coordination of several actions.

- **Steering Committee of **CITMAga**: follow-up and executive decisions**

The Steering Committee is the executive body for support and supervision of the management. It is formed by research staff, responsible for specific committees, and for the members of the direction (scientific direction and deputy director for knowledge transfer). It is composed of:

- Miguel Brozos Vázquez, Affiliated researcher staff
- Rosa Crujeiras Casais, Scientific Director
- Javier Ferreira Fernández, Manager

- Javier Roca Pardiñas, Deputy Transfer Director, Affiliated research staff
- Pilar Salgado Rodríguez, Affiliated researcher staff

Its main functions during the implementation phase will be:

- The **continuous follow up the HRS4R progress – reported by the Implementation Committee- involving:**
 - o Action development progress
 - o Indicators results
- **Approval of the annual implementation and delivery plan** that the Implementation Committee will submit each year- Approval of budget allocation.
- **Executive decision taking concerning the plan implementation, such as allocating of technical resources, approval of providers, budget allocation, etc.**
- **Submission of the annual report and planning to external advisory boards.**
- **As indicated below the Steering Committee will be also responsible of coordinating several actions.**

- **HRS4R Committee: implementation, follow up, reporting and communication**

The HRS4R Implementation committee is **the body in charge of coordinating the plan execution.**

It will operate as a working team with permanent interaction; online tools as an emailing group and an online meeting room will be set in place to facilitate day-to-day coordination and communication.

The HRS4R Implementation Committee will meet monthly during the launching phase of the action plan – 2025 – and quarterly the rest of the years – unless it was decided to keep the monthly meetings.

It will be chaired by the Chief of HRS4R implementation, and it will be composed by:

- One representative of the different unit with functions of action coordination (labelled at the action sheets).
- One representative of the affiliated research staff.
- One representative of the own research staff.
- One representative of the management team in charge of communication.
- One member of the HRS4R technical secretariat

The functions of the implementation committee are:

- Elaboration of the Annual Report, Planning and Budget to be submitted to the Steering Committee for approval.
 - Definition of the Indicators Panel, indicators monitoring tool and data collection from the units in charge of coordinating actions
 - Submission to the Steering Committee of proposals concerning executive decisions: hiring of providers, budget needs, allocation of resources, etc.
 - Permanent interaction with the units in charge of the execution of the actions to follow up its evolution: needs of resources, revision of outcomes, new actions to be included in the next version of the plan, etc.
 - Follow up of the progress of implementation of the action plan and indicators evolution.
 - Definition of corrective actions to be approved by the Steering Committee and/or the Governing Council, and its inclusion at the Annual Plan.
 - Elaboration of monitoring reports to be submitted to the Steering Committee and the Governing Council.
 - Organisation of the internal and external assessment processes.
 - Diffusion and communication of action progress to the different stakeholders.
- **Technical secretariat: operational issues of the HRS4R plan**
 - Unit depending on the Chief of HRS4R Plan Implementation, providing support to the different bodies involved in the implementation of the HRS4R plan.

Process of implementation

As described in the action section above, the plan includes a Work Package on Implementation with specific actions: set up of the organizational structure (A 35), document management system and tooling for teamworking (A34), HRS4R monitoring system (A35), annual report and planning (A36), preparation for the interim assessment (A37), communication actions about HRS4R plan implementation (A38) with the HRS4R website section as the main communication channel (A28).

The process of implementation will involve the following activities:

1. Set up of technical secretariat: month 1 after obtaining the HRS4R
2. Set up of the document system and tooling for teamworking: month 1 after obtaining the HRS4R

3. Set up of the monitoring system: follow up tool and indicators panel: month 1 after obtaining the HRS4R
4. Kick - of meeting to organise the development of actions scheduled for 2025: month 1 after obtaining the HRS4R
5. Start of HRS4R implementation: month 1 after obtaining the HRS4R
6. Monthly meetings of the HRS4R Implementation Committee
7. Reporting by the Chief of Implementation at the Steering Committee of the plan progress and needs of resources and budget
8. Reporting by the Chief of Implementation at the Steering Committee of the plan progress and needs of resources and budget
9. Annual report and planning: December 2025, December 2026
10. Communication activities: on-going

Other measures to reinforce implementation are:

- Within the action sheets, the responsible units are specified at the levels of coordination and implementation.
- Currently **CITMAga** has a working group on recruiting dealing with recruiting and selection issues, however a new committee of Career Development will be created for carrying out activities related to Scientific Career and Talent Development.

Involvement of research staff in implementation

The research staff, both affiliated and own, is already an active agent in the governance and dynamization of **CITMAga**:

- Rosa Crujeiras Casais (affiliated researcher R4) is the Scientific Director and Javier Roca Pardiñas, (affiliated researcher R4) is de Deputy Transfer Director. The Scientific Director of **CITMAga** will be the Chief of HRS4R Implementation.
- Together with the Scientific Director and the Deputy Director, two other affiliated researchers R4 are members of the Steering Committee.
- Up until now **CITMAga** has a small research support unit – with 5 management technicians- and their functions focus on project management, technology transfer and fundraising. For this reason, the research staff of all stages (R1 to R4) leads and participate at the implementation of institutional initiatives such as: Equality Plan, organisation of seminars and training activities, outreach programme, scientific congresses, etc.

The participation of the research staff in the implementation of the HRS4R plan is therefore part of the centre's normal dynamics. Mechanisms foreseen to involve the research staff are:

- Representatives of researchers of all stages (R1 to R4) will be part of the implementation committee.
- Continuing with the process established for the initial phase, annual working groups with R1, R2, R3, R4 and own research staff will be held to report on the progress of the plan.
- As the action sheets show most of actions are coordinated and/or implemented by units formed by research staff: steering committee, recruiting working group, equality committee, outreach committee, etc.
- The whole research community will be included in the work climate survey (action 18) of questions relating to the implementation of the plan.
- Annual working groups with R1, R2, R3, R4 and own research staff to report on the progress of the plan.
- All scientific staff will be consulted on the impact and their awareness of the HRS4R plan through the work climate survey.
- When possible, researchers will be involved in the technical development of the actions (participation in working groups, revision of documents, etc.).
- Diffusion and visibility actions will be defined targeting the research staff.

Involvement of stakeholders

Main stakeholders of **CITMAga** are the universities of the consortium, the public administration, research institutions and researchers worldwide in the field of mathematics and the society.

To reach these stakeholders tailored diffusion and visibility actions will be defined in action 38 (Communication actions about HRS4R implementation):

- Reporting to the universities at the Governing Council.
- Submission of the annual report and planning to the External Advisory Boards
- Creation of a HRS4R web section to disseminate the actions that are being implemented (done).
- Inclusion of the HRS4R plan in the transparency section of the website.
- Inclusion of news and posts on the development of the plan's actions in digital media (web and social networks).
- Inclusion of an HRS4R section in the centre's annual report.

Monitoring

The HRS4R Implementation Committee is the body in charge of carrying out the follow up activities to monitor the progress of the plan and to submit this information to the Steering Committee.

To carry out the monitoring several tools have been planned:

- Follow up tool to monitor actions implementation and results.
- Indicators panel.

The Coordination Unit of each action -which participates at the Implementation Committee- will be responsible of its follow-up and will inform about progress and results at the periodic meetings of the HRS4R Implementation Committee. On top of that, the annual report will summarise the progress and results of the plan. The technical secretariat will be in charge of elaborating the progress reports based on information of the follow-up tool and minutes of meetings.

The technical secretariat will define the follow up tool to describe the action progress. Together with the coordination units, the source and the procedure to collect data for measuring the indicators will be established when launching the action.

When actions are implemented the coordination unit, with the support of the implementation units, will collect data to fulfil the indicators panel and will report to the HRS4R Implementation Committee at the follow up meetings. If deviations or difficulties are identified, contingency measures will be taken to adjust deviations. When possible, decisions will be taken at the Implementation Committee or they will be submitted to the Steering Committee, when necessary. This information will source the de Annual Report as well as the Interim Assessment Report.

A first set of indicators and targets in terms of R1 to T4 have been already defined when designing the actions. This panel includes both qualitative and quantitative indicators.

- Qualitative indicators are for instance: approval of procedures by the governing bodies, publication of procedures at the centre website, etc.
- Quantitative indicators are for instance: number of participants in training actions, share of candidates from external entities, etc.

In summary, activities and timeline to monitor progress are the following:

1. Collection of data about data progress and results by the coordination and implementation units: continuous
2. Reporting of action progress and results at the HRS4R Implementation Committee meetings: monthly in 2025 and quarterly in 2026. Networking tools will facilitate the communication of difficulties or deviations, when implementing actions.
3. Annual report to be submitted to the Steering Committee and Governing Council: yearly in December.
4. Interim assessment report: 24 months after granting.

Dissemination and visibility

- Creation of a HRS4R web section to disseminate all the information about the HRS4R at **CITMAga**, including the actions that are being implemented.
- Inclusion of information about the HRS4R Plan Implementation at the **CITMAga's** newsletter.
- Inclusion of news and posts on the development of the plan's actions in digital media (web and social networks).
- Inclusion of an HRS4R section in the centre's annual report.
- Publication of the HRS4R Annual Report and Planning at the HRS4R website.